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29 October 1963

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Project For Development of a Central Qualifications Register For Applicants and Employees.

1. This memorandum contains a recommendation for the approval of the Deputy Director (Support). Such a recommendation is contained in paragraph 4.

2. Approval has been requested by the Personnel Operations Division to develop a Central Qualifications Records System utilizing RCA 501 electronic data equipment.

3. Project description, justification, and cost estimates are attached. Funds are not available in the Division's Fiscal Year 1964 operational allotment.

4. It is recommended that this project be approved at a cost not to exceed \$65,000.

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EMMETT D. ECHOLS  
DIRECTOR OF PERSONNEL

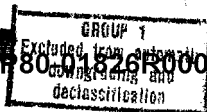
Attachment: As Above

The recommendation contained in paragraph 4 is approved.

\_\_\_\_\_  
Date

\_\_\_\_\_  
L. K. WHITE  
DEPUTY DIRECTOR  
(SUPPORT)

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OP/POD/ [REDACTED] w (29 Oct 63)

PROJECT OUTLINE

29 October 1963

PROJECT SUBJECT : Installation and development of a Central Qualifications Register and Locator System for applicants and employees, utilizing the RCA 501 equipment.

ORIGINATING DIVISION : Personnel Operations Division, Office of Personnel

a. Division Chief:  
Ext. 6693

b. Branch Chief:  
Ext. 7750

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FUNDS REQUESTED : FY 1964

CURRENT STATUS : New

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1. PURPOSE OF PROJECT

It is essential that the Agency secure the services of ten manpower specialists for a period of one year to assist in the installation of a Centralized Qualifications Register and Locator System. The services of these specialists are needed to accomplish the following:

- a. To complete the coding of an initial qualifications record on each Agency employee.
- b. To integrate and consolidate with the initial qualifications record pertinent data from the Office of Training, Military Personnel Division, and Office of Personnel, Records and Transactions Branch.
- c. To install a system for maintaining these records on a current basis.
- d. To install an applicant qualifications system which will be accomplished in the same manner as the pre-CIA experience portion of the qualifications system.

2. ORIGIN AND POLICY GUIDANCE

Pursuant to the request of the Director of Personnel, a study (See tab A attached), was made to determine the extent to which the Office of Personnel need register the qualifications of Agency Personnel and to define a method by which the system should be put into effect. The 1959 study pointed out that the IBM coding system used at the time lacked the flexibility and refinements necessary to meet Agency needs. In accordance with recommendations made in the study, which were approved by the Director of Personnel, the Qualifications Analysis Branch devised and developed a multidimensional qualifications register and locator system, which is now ready for implementation and use in the RCA 501 equipment.

3. SITUATION

The new Qualifications Register and Locator System has been tested to the extent possible at this stage of development, and it has been determined that it is capable of successfully achieving the purpose for which it was developed. Time is the major factor which dictates the need for supplemental personnel to install the system. It is not possible, with the present personnel ceiling, to complete the additional tasks outlined in paragraph 1 above. Without outside assistance the time required to install the records system would be such as to make the entire program difficult, if not impossible of achievement.

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#### 4. OPERATIONAL OUTLINE

Installation and development of the Qualifications Classification and Coding System will necessitate completion of the following phases in a period of one year. (Some aspects of several phases could and would be carried out concurrently.)

a. Initial phase. Coding of pre-CIA qualifications of all employees. This includes data such as age, race, sex, marital status, dependents, year of birth, citizenship, foreign relatives, military training, military experience, language qualifications, area knowledge (area, type of knowledge, how and when obtained, and source of experience, such as school or business firm), civilian education (level, field of specialization, specific college from which each degree was received, and year study was completed), civilian pre-CIA experience [field of specialization, duration of experience, type of work done (administrative, research, analysis, general practice, editor or writer, etc.), source of experience (type of institution, employer, or organization), and date terminated]. Also during the initial phase records from the Office of Training, Military Personnel Division, and the Office of Personnel, Transactions and Records Branch, Status Section, and Qualifications Analysis Branch, would be integrated.

b. Phase two. "Print out" by computer of a complete coded summary of each employee's qualifications, including history of assignments as an Agency staff employee. Also, machine registers of individual qualifications in various fields of specialization will be produced. (The computer capability permits subsequent computer translation of the coded sections into plain language text, thus permitting future use of the computer to prepare the Biographic Profile now being prepared manually in QAB.)

c. Phase three. Due to anticipated disparities between official records of experience and qualifications and actual experience and qualifications, this phase would entail brief personal interviews with each employee, to be arranged as soon as possible, as determined by availability of the employee and scheduling facilities of QAB. These interviews would disclose the true nature of work where disparities exist, with corrected codes issued to replace those inaccurately depicting previous jobs or qualifications.

d. Upon completion of the above steps, the Employee Qualifications Records System would be complete, current, and ready for maximum utilization with only routine maintenance of files required for those employees thus processed. This stage of development, when reached, would mark achievement of the primary purpose for which the Central Qualifications Records System is needed; namely, economical, rapidly accessible data on all Agency employees from which to select best qualified personnel to meet operational requirements.

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e. Following the initial recording and integrating of information on each employee, some form of maintenance will be necessary to keep the individual records up to date. Maintenance on an up-to-date basis will be handled by use of a Qualifications Supplemental Questionnaire which will be forwarded to the employee at the time his fitness report is due. Information contained in the fitness report and on the supplemental questionnaire will be used to record newly-acquired skills and experiences.

f. The next phase of the Qualifications Records System would be the development of an Applicant Qualifications Register. This register would be established in the same manner as the pre-CIA experience portion of the Employee Qualifications System.

g. The last phase would be the development of a computer-produced Biographic Profile for Agency employees. The creation of Biographic Profiles at this stage could be accomplished simply and quickly, since most of the steps would have been accomplished in the process of setting up the Employee Qualifications Register as stated in paragraph 4 above.

## 5. SECURITY

a. Individuals selected for assignment to this project will be former Agency employees and will be fully cleared. They will perform their duties at the Headquarters Building in Langley; therefore, no cover instrumentality is required.

b. Knowledgeability. Individuals assigned to the project will be witting of the Agency's sponsorship.

c. Occupational security. Security measures applicable to regular staff employees will apply to personnel assigned to the project.

d. Risks. There are no unique security risks connected with the project.

e. Personnel disposal. No disposal problems. Individuals assigned to the project will be former employees returned to duty under contract.

f. Disaster plan. The disaster plan for the Office of Personnel will apply to personnel assigned to the project.

## 6. COORDINATION

a. Relation to other projects. The classification and coding of applicants' and employees' qualifications under this project was

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accomplished formerly by OP/POD/QAB and, therefore, will continue to be closely related to the activities performed by the Qualifications Analysis Branch.

b. Extent of coordination. The part of the project concerned with classifying and coding of skills, knowledges, and experience has been coordinated generally with manpower planners at all echelons in the DD/I, DD/P, DD/S&T, and DD/S components. The detailed procedures of integrating the Office of Training, Military Personnel, and Office of Personnel, Records and Transactions Branch, data with QAB records has been and will be coordinated with components concerned and with representatives of the Automatic Data Processing Division, Office of Comptroller, and Office of Computer Services. Close collaboration with manpower planners in all major components will be necessary during the initial stage of development.

#### 7. CONTROL

a. Nature of. This project will be under the immediate control of the Personnel Operations Division, Office of Personnel.

b. Administrative plan. None is required.

c. Reports. No unusual reporting procedures will be involved.

#### 8. BUDGET DATA

a. Overall CIA funds required for Fiscal Year 1964: \$35,000.

b. Availability of CIA funds required. No funds are available for this project in the Fiscal Year 1964 budget of the Office of Personnel.

c. Non-CIA funds. NA

d. Foreign funds. NA

e. Funding. Expenditures on this project will be restricted to salary payments only and will be handled by the administrative office of the Office of Personnel.

f. Financial history. NA

g. Future requirements. The project will require an additional \$30,000 for Fiscal Year 1965.

#### 9. SUPPORT DATA

a. Total cost. An estimated \$65,000 will be required to cover the

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cost of this project, \$35,000 for Fiscal Year 1964 and \$30,000 for Fiscal Year 1965. These funds will be used to cover salaries of personnel assigned to the project.

b. Personnel. Ten professional analysts will be required. Several proposals for securing qualified personnel for staffing this project have been considered; i.e.,

(1) The use of security-cleared prospective staff employees under contract;

(2) The use of part-time employees - wives and other dependents of staff employees;

(3) The use of Interim Assignment Section pool personnel; and

(4) The use of Agency retirees (military and civilian personnel).

Of the above proposals, the use of retirees is deemed most acceptable from the following standpoints:

(1) Security. No extended security clearance would be required to assign former civilian or military personnel to the project.

(2) Economy. The salary paid to a reemployed annuitant would be one-fourth to one-third less than that paid to a regular staff employee, because the annuity which the retiree receives from the Civil Service Retirement System is considered a part of the overall salary established for the position.

(3) Position Qualifications. Agency retirees would know unique manpower requirements, terminology, etc.; no long training program would be needed.

(4) Physical Qualifications. Unless retired on disability, it would appear that no medical problems would be encountered.

(5) Availability. Former employees now living in the area would be selected, and no expense would be involved in a change of residence.

(6) Salary. A reemployed annuitant would be allowed to retain his entire retirement payment, provided that the combined salary and retirement payment would not exceed the salary established for the position. In no case would the annual salary exceed the gross salary received by the annuitant at the time of his original retirement.

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The staffing pattern (see tab B) developed for the project by the Personnel Operations Division was not devised to indicate position requirements nor to fix grade levels for recruitment. It was developed by the Division primarily to reflect a flexible organization based upon project functions and to establish appropriate salary ranges, for use in rehiring Agency annuitants and/or other former employees. Such flexibility in the staffing pattern is deemed appropriate in view of:

- (1) The time factor established for completing the task (one year);
- (2) The non-availability of qualified manpower from labor markets outside Agency internal resources;
- (3) The need for negotiating salary payments to induce highly-qualified annuitants to return to Government service; and
- (4) After experience is gained, the need to adjust duties and responsibilities in line with an individual's qualifications and capabilities.

In no case would the combined salary and annuity of a reemployed retiree exceed the maximum salary established for a particular position, nor would the combined salary and annuity exceed the gross salary received by the annuitant at the time of his original retirement. In fact, the staffing pattern and the project outline were designed to limit the average annual salary to approximately \$6,500 per person.

Should a candidate other than a former employee be considered for assignment to the project, the minimum salary for the GS grade indicated on the staffing pattern would be used in processing the employee for entry on duty.

c. Space requirements and location. Due to administrative security problems, it is necessary that the work be performed on Agency premises, preferably in an area adjacent to QAB. Approximately 750 square feet of floor space will be required to house the task force.

d. Training. No requirements for specialized training of personnel will be generated by this project.

e. Materiel. No unusual supply problems are involved. Materiel requirements will be met through normal Agency supply channels. However, the project will require ten two-drawer safe-type desks, each with a side panel.

f. Communications. No unusual communications problems are involved.

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10. GENERAL CONSIDERATIONS

a. Current status. Time is the factor dictating the need for personnel to carry out the project. Without a task force of ten contract employees the time required to install an operational system would be such as to make the entire process difficult, if not impossible, of achievement.

b. Commitments. No commitments have been made. However, after installation of the system a minimum of four employees will be required to operate and maintain the records on a current basis. Maintenance of individual qualifications records on an up-to-date basis would be accomplished automatically; however, it would be necessary to obtain additional data from the individual employees periodically, as outlined in paragraph 4 e. above. The size and composition of the staff required to maintain the system, once it becomes operational, cannot be accurately forecast at this time, due to the lack of knowledge of the intensiveness with which this system will be used by manpower planners, and due to the lack of information on how much computer time will be available to QAB on a scheduled or free-time basis. However, if computer time is not programed or available when needed, a companion register locator system will be used. The disadvantages of the companion locator system are that it requires a manual search and is slightly slower; also, the number of personnel permanently assigned as qualifications analysts will have to be increased to permit manual searches of qualifications registers produced.

c. Effectiveness. See Current status (paragraph 10 a. above).

d. Anticipated results. The installation of the Qualifications Classification and Coding System will facilitate the selection of personnel for Agency assignments by:

(1) Providing career service panels and operating officials with a records screening device for locating individuals who possess specific skills, knowledges, and experience, to meet current requirements, and for staffing Agency positions under conditions of national defense emergency.

(2) Provide manpower planners with readily accessible information for the preparation of statistical studies on data concerning employees, applicants, and participants in Agency military reserve programs.

e. Evaluation. The effectiveness of the program can be measured in terms of the accuracy of the registers already produced and their usefulness to manpower planners in meeting the objectives outlined in paragraph 10 d. above.

f. Policy questions. There are no new undefined policy questions involved with the project.

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- g. Congress. NA
- h. Extra Agency action. NA
- i. Proprietary costs. NA
- j. Special considerations. NA
- k. Liquidations. NA

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 DIRECTOR OF PERSONNEL

Attachment: Study

Approved:

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DEPUTY DIRECTOR  
(SUPPORT)

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**TAB**